



OFFICE OF THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301

21 MAR 2003

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
ASSISTANT SECRETARY OF DEFENSE (HEALTH
AFFAIRS)
DIRECTOR, DEFENSE INFORMATION SYSTEMS AGENCY
DIRECTOR, DEFENSE LOGISTICS AGENCY
DIRECTOR, DEFENSE FINANCE AND ACCOUNTING
SERVICE
DIRECTOR, MISSILE DEFENSE AGENCY

SUBJECT: Software Acquisition Process Improvement Programs

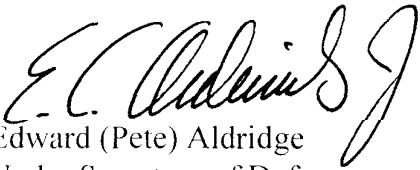
This memorandum establishes the Department's Software Acquisition Process Improvement Program, identifies applicability, delineates organizational roles and responsibilities for overseeing implementation, and clarifies initial expectations for DoD Component process improvement programs. Section 804 of the Bob Stump National Defense Authorization Act for Fiscal Year 2003 requires the establishment of software acquisition process improvement programs by Military Departments and those Defense Agencies that manage Major Defense Acquisition Programs (MDAPs) with a substantial software component. We consider improvement in the Department's capability to acquire all types of software-intensive systems a Department-wide objective. Therefore, we are expanding this initiative to several additional DoD Components that procure or develop Information Technology systems.

The OSD Software-Intensive Systems Steering Group (SISSG) will lead the Department's efforts to improve software acquisition processes. The SISSG will facilitate DoD Component efforts to develop software-intensive system acquisition process improvement programs. It will also recommend to the ASD(C3I) and USD(AT&L) uniformly applicable guidance for the administration of these programs and identify best practices. One of our primary goals will be to institutionalize these practices within the Department. Additionally, the OUSD(AT&L) Software-Intensive Systems Office, in conjunction with OASD (C3I), will implement the Section 804 requirement to establish a clearinghouse for information regarding best practices and lessons learned in software development and acquisition.

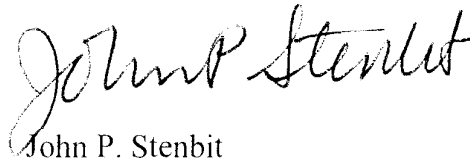
Accordingly, each addressee is directed to develop a software acquisition process improvement program and brief its status to the SISSG within 90 days. DoD Components shall define and apply measures and applicable methods (e.g., Software Acquisition-Capability Maturity Model (SA-CMM) or some other structured approach that includes an appraisal method) to determine and report status of process adherence and performance effectiveness.



Unless otherwise specified by the DoD Component, responsibility for these improvement programs will be jointly held by the Component Acquisition Executive and Chief Information Officer. Responsibilities for various aspects of DoD Component acquisition process improvement programs may be delegated and distributed among various centers with software acquisitions. Interim guidelines and expectations for developing and implementing the programs are attached and at <http://www.acq.osd.mil/sis/>. Each DoD Component is encouraged to leverage existing cost-effective programs and initiatives to the maximum extent possible.



Edward (Pete) Aldridge
Under Secretary of Defense
(Acquisition, Technology and Logistics)



John P. Stenbit
Assistant Secretary of Defense
(Command, Control, Communications
and Intelligence)

Attachment:
As Stated

Interim Guidelines and Expectations For DoD Component Software Acquisition Process Improvement Programs

Each software acquisition process improvement program must, as a minimum, be consistent with current DoD 5000 series guidance (or equivalent) and identify:

- Specific goals, milestones, and measures associated with planned improvement of software acquisition processes
- Resources to be applied to the program, including mechanisms for ensuring appropriate level of training and experience for key personnel
- An approach and its evaluation criteria to be used in guiding and assessing acquisition process improvement activities and goals

The software acquisition process improvement program should have:

- Metrics for performance measurement and continuous process improvement
- Mechanisms for ensuring adherence to the established program.

The software acquisition process improvement program should address, as a minimum, the following acquisition processes:

- Acquisition Planning (that supports evolutionary acquisition and spiral development)
- Requirements Development and Management
- Configuration Management
- Risk Management
- Project Management and Oversight
- Test and Evaluation
- Integrated Team Management
- Solicitation and Source Selection (including criteria for evaluating past performance, process maturity, and product maturity)

To assist in determining performance effectiveness, each acquisition process should, as a minimum, address the following criteria:

- Organizational commitment/resources/responsibilities:
 - An organizational policy and plan for performing the process is maintained
 - Adequate resources are provided and responsibility and authority are assigned for performing the process, developing work products, and providing services of the process
 - The people performing or supporting the process are trained as needed
- Management of acquisition processes and work products:
 - The process is documented and updated as appropriate
 - Process work products are under appropriate levels of configuration management and reviewed for applicable levels of quality
- Monitoring and improvement activities used to better achieve the purpose of the process, aligned with supporting the acquisition requirements:
 - The process is monitored and controlled against the plan for performing the process, and appropriate corrective action taken
 - The performance of the process is objectively evaluated against its process description and procedures, and any non-compliance is addressed
 - Information derived from planning and performing the process is collected from work products, measures, measurement results, and improvement efforts to support use and improvement of the organization's processes and process assets
 - Relevant stakeholders are involved, as planned, and the activities, status, and results of the process are reviewed with higher level management, and issues are resolved